

Continue



Exemple rex projet ppt

Retrospective experiences from 2006 to 2008 include: * Mission ADECCO IT Services: Re-engineered ITSM processes to prepare for the externalization of two data centers in Lyon and Madrid. * REMEDY 2008-2010: Mission EDF DPIH: Refocused maintenance processes for hydraulic power plants. * Business Model3, 2010-2013: Mission at EDF-ESIP: Reorganized a DSI of 1,000 people across three sites, defining ITSM processes such as changes, incidents, configuration, demand, and problems. Also developed specifications for the SI system and conducted a proof-of-concept using IBM TADDM and IBM SCCD. Mission at CEGID (2015-2016): * Re-engineered transition and integration processes, including release and deployment. * Implemented DevOps. Synopsis: * 1 atelier = 0.5 to 1 day * 1 meeting = 0.5 day Simple process: 3 days of solicitation (excluding preparation time) Preparation involves: * Framing the project's objectives and scope * Identifying key stakeholders, risks, and opportunities * Developing a vision for the organization * Characterizing existing processes and tools * Planning the realization of works * Preparing ateliers and conducting them The project plan includes: * Challenger: Documenting the process and specifying functional requirements to be implemented with the ITSM tool. * Deployment: Deploying the renovated processes and implementing the solution according to identified needs. * Measuring impact on the organization, transforming, and accompanying change (ITSM tools, operating modes, and organization). Project overview: * Chef de projet/PMO Consultant externe * Process owner Participants opérationnels Consultant externe * [Optional] Chef de projet/PMO Process owner Consultant externe Editor: Pilotage-Qualité-Communication Développer une vision consensuelle multi-site est essentiel pour améliorer la performance globale en traitant les événements. Il est important de définir des objectifs chiffrés, tels que "la durée de résolution moyenne d'un incident doit être inférieure à...", ou "être capable de traiter X changements / trimestre". Pour atteindre ce but, il faut spécifier l'implémentation de l'outil ITSM et nommer les "propriétaires de processus" et/ou les responsables d'atelier. Il est également important d'identifier les forces, faiblesses, menaces et opportunités (FFMO) pour analyser la situation actuelle et définir une trajectoire vers la cible. Pour cela, il faut définir les responsabilités du projet, notamment le sponsor, le PMO, le process owner et le consultant externe. - **Project Management Framework** by Ateliers + Key Stakeholders: Process Owners, Operational Staff, External Consultant (REX) + Simplified Enrollment: Open or Managerial Invitation + No Hierarchical Links within Teams; Focus on "Servant Leadership" + Foster Creativity and Expression without Frustrations 12. **Preparation** - Blue Jigsaw Competensis V1.0 February 2016 + Planning and Preparation - Develop Roadmaps, Assign Responsibilities, Prepare Process V0 + Process Design - Specify Needs for ITSM Tool, Define Activities, RACI, KPIs, Deliverables, Interfaces 13. **Retrospective & Challenge** + Present Achievements, Challenge Process Conceptions + Communicate and Ensure Consensus; Launch Continuous Improvement Actions **Project Size Guidelines** * Small Projects: 2-4 people * Medium Projects: 10-12 people * Large Projects: 15-20 people 14. **Scoping** + Define Project Perimeter through Overall Process Mapping = Project Scope V1.0 February 2016 Blue Jigsaw Competensis - Business Model14 15. **Lancement** + Define Project Deliverables, Write Roadmap for Processes + Organize Work and Plan Meetings; Share Process V0 if Possible 16. **Process Roadmap** + Recap Project Context + Guiding Principles Impacting the Process + Ownership (Process Owner), Finalities, Main Activities, Dependencies + Group Goals: [1] Describe Process, [2] Define External Relations, [3] Identify Interfaces with Other Processes, [4] Identify Guides, Modes of Operation, and Tool Requirements, [5] Further Reflections 17. **Contenu de la feuille de route** + Input Data and Documents + Deliverables to Produce + Meeting Planning: Design, Retrospective, and Challenge 18. **Conception** - Develop Process Vision + Describe Each Process - Implemented Guiding Principles - Finality and Objectives of the Process - KPIs - Activity Chainings Determine Tasks and Responsibilities. For each activity, identify essential inputs and outputs Roles and Level of Responsibility (RACI) Necessary approvals: validation roles or committees Determine existing/critical guides, procedures, and tool needs Manipulated data and state cycles Interfaces with other departments and processes (flow) Modulate & Document V1.0 February 2016 Blue Jigsaw Competensis - Business Model18 Reminder: The process described what to do, not how or who (post or person or hierarchical level) 19. Conception Project deliverables • Modeled and documented process • Synthesis of work done New needs, current difficulties in performing activities, and elements to preserve Proposed improvements, barriers to implementation, and opportunities Quick-Win and action plan Definition of concepts and vocabulary Implementation requirements for supporting tools End-of- workshop balance: verify objective attainment. Schedule future meetings Needs for additional reflection Changes to achieve target • Communicative synthesis V1.0 February 2016 Blue Jigsaw Competensis - Business Model19 22. Examples of Modeling V1.0 February 2016 Blue Jigsaw Competensis - Business Model22 Example Roles: • Support Level 1 • Support Level 2 • Validator • Project Manager SI • CAB • ... Conception Animation methods • Storytelling • EventStorming • Conflict management, listening, and assertiveness V1.0 February 2016 Blue Jigsaw Competensis - Business Model23 25. Prepare Deployment Transformation plan • Adopt a pragmatic vision of actions to be taken • Pilot the transformation as a project V1.0 February 2016 Blue Jigsaw Competensis - Business Model25 Measure the Impact of Change Create Vision Launch the Transformation Project Transform Pilot Organization • Positions, expected skills • Tools, SI • Procedures, operational guidelines • Training needs • Communicate reasons for change • Rely on relays, participants in conception workshops and challenges Organize the transformation project: Required actions Costs, charges, deadlines Stakeholders Plan, pilot • Deploy "technical" tools • Train users • Set up new organization (if required) • Measure progress • Demonstrate value added (gains) • Communicate successes • Take corrective actions when necessary Preparing for Change: Measuring Opportunities and Barriers **Step 26: Prepare Deployment** • Develop a training plan + Communicate training objectives using various tools and operational activities + Create supporting materials + Implement internal or external training • Organize and schedule training sessions to measure effectiveness **Step 27: Prepare Communication Plan** • Establish communication channels from project launch onwards • Utilize numerous communication supports, such as: + Team or service meetings + Company journal + Informal exchanges during breaks • Encourage open contributions and demonstrate openness, listening, and consensus-seeking **Piloting the Transformation Project** • Assemble project follow-up committees from the project's inception • Ensure committee representation, including: + Objectives and responsibilities + Launch meeting to present expectations and organizational setup + PMO Sponsor + Proprietors of processes (if named) + Department directors + Operational and project committees **Monitoring Progress** • Conduct weekly or monthly operational monitoring to track achievements • Follow up on the implementation of guiding principles and verify the value brought to the organization • Make strategic decisions on a monthly or quarterly basis, as needed.